



## Internal Green Marketing Orientation and Brand Citizenship Behavior: The Role of Organizational Pride and Individual Green Values

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### ARTICLE INFO

#### Keywords:

Internal Green Marketing,  
Brand Citizenship,  
Organizational Pride,  
Individual Green Values.

(IJTHS), O6U

Vol.6 No.2, April 2024,  
pp. 287-303

Received: 18/4/2024  
Accepted: 30/4/2024  
Published: 15/5/2024

### Abstract

This research investigates the relationships between internal green marketing orientation (IGMO) and brand citizenship behavior (BCB). At the same time, the study tested organizational pride (OP) as a mediator between IGMO and BCB, and individual green values (IGV) were examined as a moderator in the connection between IGMO and OP and OP and BCB. Integrating social identity theory (SIT) and social exchange theory (SET), the 328 hotel and tourism firm employees' data was analyzed using a quantitative research-based methodology using PLS-SEM. The results display that IGMO positively influences BCB and OP; in return, OP mediated the connection between IGMO and BCB. The findings also revealed the positive moderation effects of the IGV on the linkage between IGMO and OP and OP and BCB. In the tourism and hospitality sector context, the study discusses the implications of these outcomes for both research and practice.

### 1. Introduction

In the recent decade, environmental matters have evolved critically due to the growing concern about environmental sustainability (Dangelico et al., 2017; Keszey, 2020). Many organizations around the world are undertaking environmental issues process into their activities aimed at reducing negative effects on the environment; creating, promoting and implementing new concepts and solutions that improve the environmental aspects of an organization's procedures; and improving competitive performance (Olsen et al., 2014; Dangelico and Vocalelli, 2017; Dubey et al., 2017; Chen et al., 2021). This led to the development of ideas such as green marketing, environmental marketing, and sustainable marketing, and an increasing amount of research focused on environmental marketing (Szabo and Webster, 2021). Although a lot of

research studies related to green marketing practices, most of them focus on the external green marketing practices. Internal green marketing (IGM) is a relatively new concept, and few studies have examined internal green marketing (IGM) in developing country, like Egypt. However, enhancing competitiveness and customer demand makes internal stakeholders more important (Dangelico et al., 2017; Davari and Strutton, 2017; Papadas et al., 2017; Gandhi and Sheorey, 2019; Mehraj and Qureshi, 2020). IGM considers employees as green internal customers, considers jobs as green internal products and aims to better design these products to meet the needs of these customers (Papadas et al., 2017). Therefore, IGM is considered more important within organizations and has become an essential part of business management. Internal green marketing orientation (IGMO) is a strategic approach that focuses on increasing environmentally friendly practices and behaviors within an organization (Vlad et al., 2016). It includes integrating employees' environmental initiatives into recruitment and promotion procedures, encouraging the consumption of environmental products by employees, and raising environmental awareness among employees (Papadas et al., 2019). Organizations can contribute to achieving the sustainable development goals by implementing IGM (Amireh, 2021).

Businesses depend on their brand reputation to succeed in the marketplace and earn the trust of their clients. This reputation is closely related to retaining dependable workers who share the company's success and values (Kumar et al., 2022; Le, 2023). Despite this significance, research largely overlooks internal green marketing's (IGM) ability to boost employees' voluntary brand support. The voluntary employee behavior that defends; promotes; enhances and supports the brand is known the brand citizenship behavior (BCB) (Xie et al., 2014). Despite the importance of BCB concept, studies on BCB are rare and are still an evolving research area (Xie et al., 2014). Previous studies have demonstrated the aspects that drive staff toward brand citizenship behavior (BCB); however, this topic has yet to receive sufficient attention (Helm et al., 2016; Elshaer et al., 2023a).

According to Durrah et al. (2020), Elshaer et al. (2024), organizational pride (OP) is considered as a strategic asset; the main determinant of business success; a key differentiator for competitiveness; and the driving force for positive work behaviors. Employees feel pride when participating in their organization's eco-friendly practices, such as recycling, conserving energy and water, and using environmentally friendly products (Jia et al., 2018). It has a positive impact on many organizational variables such as self-efficacy; creativity; employee engagement; and job satisfaction (Mas-Machuca et al., 2016; Durrah et al., 2020). Furthermore, organizational pride reduces some negative emotions such as job stress; employees' intention to leave; and organizational cynicism (Özbezek et al., 2023). However, there are many gaps in the literature related to organizational pride (Fiernaningsih et al., 2019; Raza et al., 2021).

As per the supplies–values fit (SVF) theory, prior research indicates that brand-supportive actions are mostly dependent on how well employees' beliefs and brands align (Hurrell and Scholarios 2014; Yasin et al., 2023). Therefore, this study argues that employees' individual green values that are consistent with IGM play a crucial role in enhancing employees' BCBs and OP.

Hence, our study seeks to investigate the influence of internal green marketing orientation (IGMO) on brand citizenship behavior (BCB) and organizational pride (OP); and the mediating

role of OP between IGMO and BCB. And investigate the moderating role of green individual green value (IGV) in the tourism and hotel industry of Egypt. Accordingly, this study contributes to bridging several gaps through (1) Conducting this study in developing countries (Egypt), especially since studies in the context of the study topic are very rare, (2) the link between the IGMO and BCB, as most studies, to the authors' knowledge, have focused on exploring the impact of IGMO in the context of the internal work environment of the organization, and few have focused on its effects beyond this framework, (3) using OP as a mediator and IGV as a moderator in the proposed model is considered an addition to the literature, as they are personal variables in the context of organizational culture.

## **2. Literature Review and Hypothesis development**

### ***2.1. Internal green marketing orientation and brand citizenship behavior***

IGM is a set of actions in an institution that strives to embed corporate green culture by promoting environmental values throughout the organization (Papadas and Avlonitis, 2014; Song and Yu, 2018) and encourages organizations to match employees' expected behavior is implementing and supporting green marketing initiatives (Ansari et al., 2021). Among these actions is considering the environmental initiatives of the employees when hiring and promoting them; promoting environmental awareness among employees; and encouraging the use of environmentally friendly products (Papadas et al., 2019). This is leading to satisfied employees, who will be more satisfied customers (Qureshi and Mehraj, 2022).

The term "brand citizenship behavior" (BCB) describes the charitable and voluntary actions that enhance an organization's reputation and support its continued existence (Morhart et al., 2009; Nyadzayo et al., 2015). Piehler (2018) stated that workers who possess elevated BCB levels are more likely to adhere to brand guidelines; participate in brand defense; developing ideas; participating in training; and submit proposals to improve the organization's output. According to SIT, people are drawn to companies who engage in initiatives that raise their customer's self-esteem (Tajfel, 1974; Bhattacharya and Sen, 2004). When a person identifies with a firm, a psychological attachment results, which inspires the person to dedicate themselves to the entity's objectives, take part in volunteer activities on their behalf, and deepen their level of loyalty to the company (Bhattacharya and Sen, 2003), which will encourage BCB as a result of their shared sense of personal dedication to the brand (Burmahn and Zeplin, 2005). SET promotes the link between worker attitude, and OCB (Blau, 1964). SET claims the link amongst staff and the company is considered as social exchanges, where staff members trade beneficial organizational behaviors towards both their internal and external environments (Li and Lee, 2012). Participation in environmental programs by organization may lead to more positive behavioral evaluations of organization (Nan and Heo, 2007). Hence, employees are more likely to engage in reciprocity that may benefit that organization (Groth, 2005). BCB may be one type of benefits. Providing employees with high levels of environmentally friendly policies has positive effects on their behaviors and attitudes (Kim et al., 2016; Amireh, 2021). Accordingly, H1 is put forth:

***H1. Internal green marketing orientation positively affects brand citizenship behavior.***

### ***2.2. Internal green marketing orientation and organizational pride***

IGM is approaching employees as internal customers, whose expectations should be met before so that they can properly align themselves with strategic marketing priorities and meet the needs of external customer (Papadas et al., 2017). IGM views that organization workforce as green internal clients and their work as green internal products, and it works to better develop these products to satisfy the demands of these clients (Papadas et al., 2017). Additionally, having a

green workplace culture and environmental understanding enables staff members to acquire the skills necessary to successfully execute eco-friendly policies (D'Souza et al., 2015). Therefore, IGM initiatives help managers encourage employees to adopt green actions; increase profitability by reducing expenses (Menguc et al., 2010; Olya et al., 2024) and improving organization's reputation (Longoni et al., 2018; Qureshi and Mehraj, 2022).

The term "OP" describes the employees' favorable outlook on the company (Gouthier and Rhein, 2011). OP enhances employees' commitment; job satisfaction; and the ability to adapt the stress (Durrah et al., 2020; Niazi et al., 2024). Workers who have an elevated OP exhibit greater levels of loyalty, proactivity, and decreased turnover intentions (Lee et al., 2018). Based on the above, environmentally conscious organizations are often seen as attractive to potential employees, and even current employees have pride and satisfied working there (Jabbour et al., 2010). Also, activities of corporate social responsibility support OP by creating community development, and conserving resources (Al Kerdawy, 2019; Youn, and Kim, 2022; Adu Sarfo et al., 2024). Furthermore, OP is a key element to bring about a motivated work environment and social belonging (Hussein and Zakhem, 2024). Furthermore, SIT suggests that people's behavior and attitudes are influenced by their social group affiliation, which in turn provides a substantial amount of their self-concept (Durmaz and Arda, 2021; Cao et al., 2023). When workers perceive their employer as being environmentally friendly conscious, they are more likely to identify with it (Adu Sarfo et al., 2024). Employees may feel more OP due to their enhanced identification since they will be glad to work for a company that shares their beliefs and advances society (Raza et al., 2021; Özbezek, et al., 2023). Therefore, when firmly attached to the organization, employees are more likely to exhibit enhanced dedication, job satisfaction, and pro-environmental actions (Elshaer et al., 2023b). Hence, the following hypothesis was proposed:

## **H2. Internal green marketing orientation positively affects organizational pride.**

### **2.3. OP and BCB**

As behaviors' a predictor, organizational pride (OP) is an important influence on BCB; strengthen brand advocacy; and encouraging employees to view BCB (Helm, 2013). Furthermore, OP is critical to developing of the organizational culture and creating employee belonging, which influences brand-related behaviors (Helm et al., 2016). According to SIT, when employees feel OP their connection to organization encourages them to participate in BCBs. Therefore, OP considerably promotes BCB, since employees who identify with their company exhibit more loyalty, and dedication to the growth of the brand. Based on literature, we hypothesize the following:

## **H3. Organizational pride positively affects brand citizenship behavior.**

### **2.4. OP as a mediator**

The Conservation of Resources (COR) theory posits the principle that individuals are motivated to enhance resources and suggest that individuals must expend resources to acquire resources (Morgeson et al., 2017; Hameed et al., 2019). Thus, when adequate investment of psychological resource (organizational pride) is provided, individuals are motivated to acquire additional resources (brand citizenship behavior). Therefore, the hypothesis 4 was suggested:

**H4. Organizational pride positively mediates the relationship between internal green marketing and brand citizenship behavior.**

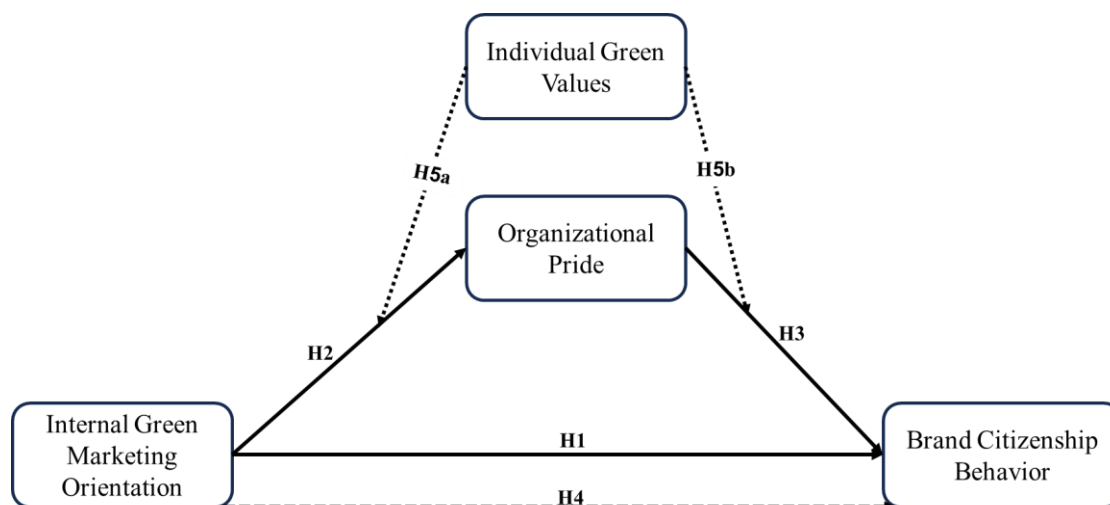
**2.5. Individual green values moderator**

Employee development is crucial to positive brand representation to external customers. Employee's behaviors tied to a brand values will assist establish a solid brand image; they put volunteer behaviors; more dedication (Brand Citizenship Behavior); and passion (organizational pride) into their work (Hurrell and Scholarios, 2014; Raza et al., 2021). Employees who embody their brand values demonstrate high levels of commitment which contributes to better performance (Raza et al., 2021). As such, individual green values represent a firm's staff' views on sustainability (Raza and Khan, 2022). SIT claims that when implementing environmentally friendly practices, a higher level of IGVs among employees correlates with improved organizational cohesion (Cao et al., 2023). IGVs represent how employees feel about the environment, which inspires them to support environmentally friendly initiatives and contribute to green practices (Raza and Khan, 2022). Workers who perceive their organization to be green are more likely to act in ways that align with these principles, encourage sustainability within as well as out of the working environment, and support the company's overall green initiatives and sustainability objectives (Anwar et al., 2020). Therefore, SIT emphasizes the role of corporate values in creating worker behaviors and developing a feeling of collective obligation toward environmental protection. Research has shown that when employees carry out green tasks, they experience a sense of organizational pride (Hooi et al., 2022). Moreover, Gilal et al. (2019) and Islam et al. (2021) pointed out that IGVs positively moderate the favorable influence of green practices on environmental emotion (OP). Likewise, IGVs enhance workers' readiness to donate to in-role and extra-role behaviors to sustain their firm (BCB) (Pham et al., 2019; Elshaer et al., 2023b; Hussein and Zakhem, 2024). Accordingly, we proposed the next hypotheses.

**H5a. Individual green values moderate the impact of internal green marketing orientation on organizational Pride.**

**H5b. Individual green values moderate the effect of organizational pride on brand citizenship behavior.**

Based on the discussion, the study model will be as following:



**Figure 1. The study model**



## 4. Methods and results

### 4.1. Measures

To test the study's hypotheses, the study designed a questionnaire depending on a set of items taken from previous investigations. Internal green marketing orientation (IGMO) was evaluated using 7-items derived from Elshaer et al. (2024). The brand citizenship behavior (BCB) was operationalized using the 7-items scale suggested by Van Nguyen et al. (2019). The 4-item Ng et al. (2019) measure was used to assess organizational pride (OP). Finally, the individual green values (IGV) were operationalized using the 3-items scale suggested by Chou (2014). All measurement items are listed in Appendix 1. A five-point Likert scale was employed, where one point denotes "strongly disagree" and five points indicates "strongly agree."

### 4.2. Participants and process of data collection

Questionnaires were directed to employees of five-star hotels at Sharm El-Sheikh (198) and tourism companies and agencies (130) during April 2024 using convenience sample technique. The research team shared the online questionnaires with hotel and tourism companies and agencies managers to help us in collecting data. 23 of the 351 gathered questionnaires were discarded because they lacked sufficient responses. As a result, 328 questionnaires were found to be valid. Participants were told they may choose to participate in the survey or not, and that by answering the questionnaire, they would be signing an informed consent form. Every participant in the poll received assurances that the information they provided would remain confidential.

## 5. Data Analysis

This study operated and employed "Structural Equation Modeling" (SEM) with the "Partial least squares" (PLS) approach to evaluate the justified hypotheses with Smart PLS version 3.0. program. The developed model was evaluated with a two-step sequential methodology endorsed by (Leguina, 2015).

### 5.1. Assessment of outer Measurement Model

The study looked at discriminant and convergent validity, internal consistency, and composite reliability to evaluate the outer model. Cronbach's alpha ( $\alpha$ ) and composite reliability (CR) are presented in Table 1; they range from 0.853 to 0.944 and 0.901 to 0.954, respectively, which indicate proper reliability.

Table 1. Outer model evaluation statistics

Variables	Loading	VIF	$\alpha$	C_R	AVE
<b>[Internal green marketing orientation.] (IGMO)</b>			.924	.938	.683
IGMO-1	.856	2.946			
IGMO-2	.841	2.695			
IGMO-3	.807	2.549			
IGMO-4	.835	3.548			
IGMO-5	.853	3.288			
IGMO-6	.816	3.110			
IGMO-7	.775	2.736			
<b>[Brand citizenship behavior.] (BCB)</b>			.944	.954	.748
BCB.1	.875	3.769			
BCB.2	.879	4.074			
BCB.3	.879	4.067			
BCB.4	.865	3.678			
BCB.5	.873	4.565			
BCB.6	.869	3.857			

Variables	Loading	VIF	$\alpha$	C_R	AVE
BCB.7	.811	2.340			
<b>[Organizational pride.] (OP)</b>			.853	.901	.695
OP-1	.819	1.787			
OP-2	.891	2.704			
OP-3	.873	2.575			
OP-4	.745	1.595			
<b>[Individual green values.] (IGV)</b>			.875	.923	.800
IGV.-1	0.869	2.154			
IGV.-2	0.908	2.526			
IGV.-3	0.906	2.526			

Secondly, each of the standardized factor loading (SFL) ratings were  $> 0.60$  (Henseler et al., 2009), demonstrating the factors' adequate reliability. The scores obtained from the average variance extracted (AVE) exceeded the 0.50 criterion, proof of appropriate convergent validity (Henseler et al., 2009). Finally, three criteria were checked to test the discriminant validity: cross-loading, Fornell-Larcker criterion, and Heterotrait–Monotriat ratio of correlation (HTMT) (Leguina, 2015). Outer-factor loading for each latent observed variable (bolded) was greater than cross-loading in Table 2.

**Table 2. Cross loading results**

	[IGMO]	[BCB]	[OP]	[IGV]
<b>IGMO-1</b>	<b>.856</b>	.442	.431	.311
<b>IGMO-2</b>	<b>.841</b>	.446	.430	.352
<b>IGMO-3</b>	<b>.807</b>	.240	.323	.259
<b>IGMO-4</b>	<b>.835</b>	.246	.296	.248
<b>IGMO-5</b>	<b>.853</b>	.277	.379	.267
<b>IGMO-6</b>	<b>.816</b>	.316	.309	.195
<b>IGMO-7</b>	<b>.775</b>	.248	.303	.157
<b>BCB-1</b>	.305	<b>.875</b>	.377	.426
<b>BCB-2</b>	.346	<b>.879</b>	.366	.427
<b>BCB-3</b>	.334	<b>.879</b>	.377	.355
<b>BCB-4</b>	.294	<b>.865</b>	.408	.362
<b>BCB-5</b>	.319	<b>.873</b>	.386	.420
<b>BCB-6</b>	.400	<b>.869</b>	.418	.424
<b>BCB-7</b>	.401	<b>.811</b>	.523	.504
<b>OP-1</b>	.323	.496	<b>.819</b>	.321
<b>OP-2</b>	.385	.430	<b>.891</b>	.300
<b>OP-3</b>	.364	.344	<b>.873</b>	.297
<b>OP-4</b>	.400	.297	<b>.745</b>	.172
<b>IGV-1</b>	.331	.404	.258	<b>.869</b>
<b>IGV-2</b>	.262	.467	.300	<b>.908</b>
<b>IGV-3</b>	.273	.436	.330	<b>.906</b>

Table 3 provides evidence in favor of discriminant validity by showing that the bolded scores of the AVEs on the diagonal line are greater than the correlation coefficient between the study variables (Henseler et al., 2009). Also, some studies examined the Heterotrait–Monotriat ratio of correlation (HTMT) test to confirm the discriminant validity. Table 4 also shows that the discriminant validity is appropriate because all HTMT values are  $< 0.90$  (Leguina, 2015). Accordingly, the results demonstrated that the structure model has sufficient discriminant validity. In this way, the results from the outer measurement model were adequate to move forward with the structural model evaluation.

**Table 3. Fornell-Larcker matrix**

	[BCB]	[IGV]	[IGMO]	[OP]
Brand citizenship behavior.	<b>.865</b>			
Individual green values	.488	<b>.895</b>		
Internal green marketing orientation	.401	.320	<b>.827</b>	
Organizational pride	.478	.333	.438	<b>.834</b>

**Table 4. HTMT**

	[BCB]	[IGV]	[IGMO]	[OP]
Brand citizenship behavior				
Individual green values	.529			
Internal green marketing orientation	.404	.346		
Organizational pride	.517	.377	.485	

## 5.2. Assessment of the Structural Model

After testing and guaranteeing that the employed scale has adequate convergent and discriminant validity, the inner structure mode (the structural model) was evaluated regarding the structure inner model's predictive and explanatory power (Hair et al., 2016). All of the measured variables have VIF values ranging from 1.575 to 4.565 (Table 1). These values demonstrate that there is no multicollinearity in the structural inner model since VIFs are  $< 5.0$ . For sufficient GoF, Chin (1998) recommended a minimum  $[R^2]$  value of 0.10. As indicated in Table 5, the  $R^2$  of brand citizenship behavior ( $R^2 = 0.414$ ) and organizational pride ( $R^2 = 0.266$ ) are adequate. Furthermore, the brand citizenship behavior and organizational pride variables values were found to be higher than zero (Table 5) in the Stone-Geisser  $[Q^2]$  evaluation, demonstrating a proper predictive capacity of the structural inner model (Hair et al., 2014).

**Table 5. Model GoF**

Endogenous Latent Construct	$[R^2]$	$[Q^2]$
Brand citizenship behavior	.414	.281
Organizational pride	.266	.171

Lastly, the study hypotheses were assessed by utilizing the bootstrapping option in the SmartPLS v3 program to investigate the direct, indirect, and moderating effects (Table 6).

IGMO have a significant positive effect on BCB [ $\beta = .121$ ,  $t = 1.524$ , and  $p < .000$ ], and OP [ $\beta = .429$ ,  $t = 6.804$ , and  $p < .000$ ], supporting H1 as well as H2. Similarly, OP positively affected BCB [ $\beta = 0.395$ ,  $t = 4.967$ , and  $p < 0.000$ ], thus, H3 is accepted. As for the mediation effect, OP successfully mediated the relationship between IGMO and BCB [ $\beta = .169$ ,  $t = 4.640$ , and  $p < .000$ ], confirming H4. Also, according to results in table 6 and Figures 4 and 5, IGV, as a moderator, strengthen the impact of IGMO on OP and OP on BCB, indicating that H5a and H5b were confirmed.

**Table 6. hypotheses testing**

		[Beta. $\beta$ ]	[T-Value]	[p. Values]	Results
H1.	IGMO ---> BCB	.121	1.524	.128	✓
H2.	IGMO ---> OP	.429	6.804	.000	✓
H3.	OP ---> BCB	.395	4.967	.000	✓
Mediating Effect					
H4.	IGMO → OP ---> BCB	.169	4.640	.000	✓
Moderating Effect					
H5a	IGMO × IGV ---> OP	.147	2.293	.022	✓
H5b	OP × IGV ---> BCB	.185	3.029	.003	✓

**Note:** Internal green marketing orientation = (IGRO); Brand citizenship behaviors (BCB); Organisational pride = (OP); Individual green value = (IGV).



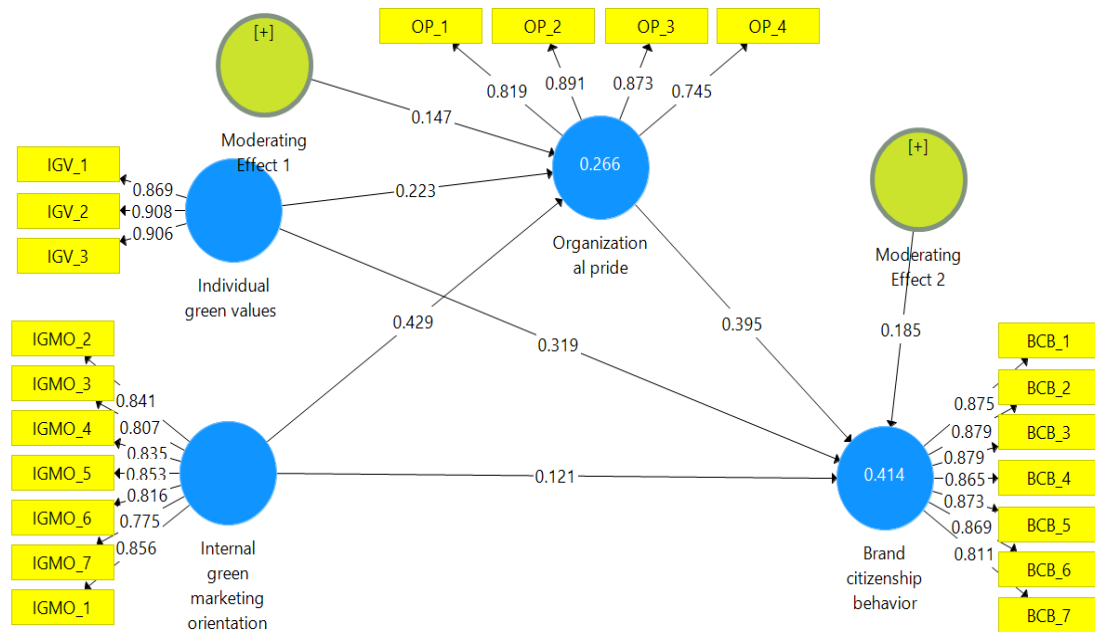


Figure 2. The inner and outer model results

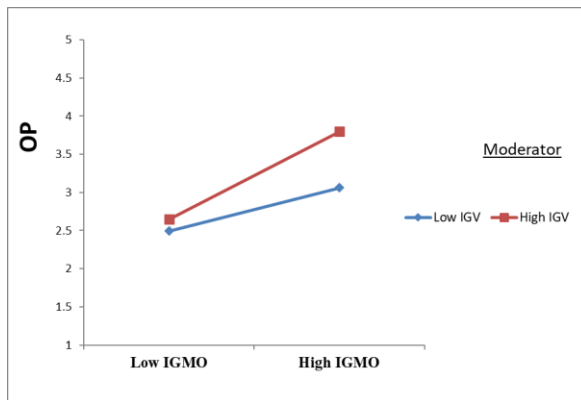


Figure 3. The moderating effect of IGV on IGMO towards OP

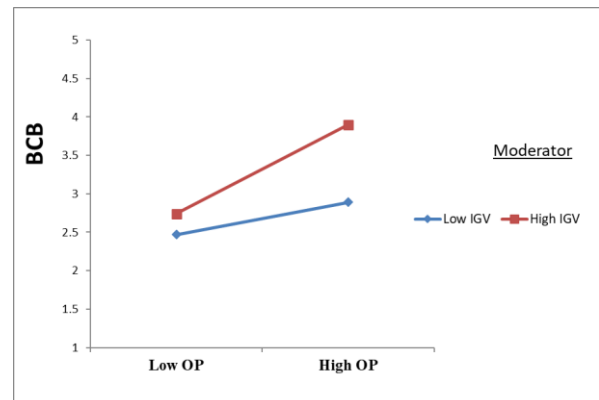


Figure 4. The moderating effect of IGV on OP towards BCB

## 6. Discussion and Implications

The first initial addition of the study was dedicated to the knowledge management literature in the field of hospitality by exploring the importance of internal green marketing (IGM) and its effect on increasing voluntary employee support for the brand and organizational pride. The study results were also consistent with the first hypothesis, as they supported the existence of a positive relationship between internal green marketing orientation and brand citizenship behavior. According to the statistical analysis of the study sample, the internal green marketing orientation has a significant positive impact on brand citizenship behavior ( $\beta = 0.121$ ,  $t = 1.524$ , and  $p < 0.000$ ). Based on SIT, individuals tend to associate themselves with organizations that involve activities aimed at enhancing customer self-esteem (Bhattacharya and Sen, 2004). SET explains the interaction between employee attitude and OCB. SET explains that the relationship between employees and the organization is viewed as social exchanges, where employees exchange positive organizational behaviors towards the internal and external environment (Li and Lee,

2012). When an organization engages in environmental programs, it may lead to more positive behavioral evaluations of the organization (Nan and Heo, 2007). Thus, employees are more likely to engage in reciprocity that may benefit that organization (Groth, 2005; Mohammad et al., 2024). BCB may be one type of the benefits. Providing employees with high levels of environmentally friendly policies has positive effects on their behaviors and attitudes (Kim et al., 2016; Amireh, 2021).

The findings corroborate with the second hypothesis of the study, that there is a positive link between Internal green marketing orientation positively affects organizational pride. Statistical analysis indicates that, (IGMO) have a significant a positive impact on (OP) ( $\beta = 0.429$ ,  $t = 6.804$ , and  $p < 0.000$ ). Researchers like Jabbour et al. (2010) claim that there are numerous reasons for this, that involve the fact that companies that practice environmental consciousness are viewed favorably by prospective hires and that even current staff members are proud to work there. Furthermore, according to SIT, people's conduct and attitudes are influenced by their social group belonging, which provides a substantial source of their self-concept (Durmaz and Arda, 2021; Cao et al., 2023). Furthermore, Adu Sarfo et al. (2024) show that when workers believe that a company is green, they are more likely to get strongly identified with the company. Moreover, when workers are glad to be a part of a corporation that upholds their values and makes a beneficial contribution to society, this greater identification can heighten a sense of organizational pride (Raza et al., 2021; Özbezek, et al., 2023).

Regarding the third hypothesis, the study Sample Data Analysis (OP) positively affected BCB ( $\beta = .395$ ,  $t = 4.967$ , and  $p < .000$ ), thus, H3 is accepted. Findings are consistent with Helm (2013), and Helm et al. (2016) who indicated that (OP) is a motivator of employee behavior and has implications BCBs. OP is thought to be essential to the formation of the organization's culture, which influences on brand-related behaviors. Furthermore, the SIT states that when workers experience organizational pride (OP), their sense of belonging to the company encourages them to participate in BCBs. As a result, OP benefits tremendously from BCB since employees who identify with their company are more devoted to the brand's success and loyal to it.

As for the mediation effect, OP successfully mediated the relationship between IGMO and BCB ( $\beta = 0.169$ ,  $t = 4.640$ , and  $p < 0.000$ ), confirming H4. As such Morgeson et al. (2017), Hameed et al. (2019) refer to the conservation of resources (COR) theory when adequate investment of psychological resource (OP), individuals are motivated to acquire additional resources (BCB). Therefore, organizational pride positively mediates brand citizenship behavior.

Also, according to results IGV as moderator, the effect of IGMO on OP and OP on BCB is strengthened, indicating that H5a and H5b are confirmed. Research by Anwar et al. (2020), Hooi et al. (2022) showed that when carrying out green tasks, employees who share the organization's values experience a sense of pride. Furthermore, Also, according to Gilal et al. (2019), IGVs have a positive moderating influence on the favorable impact of green practices on environmental feeling (OP). IGVs increase workers' readiness to participate in both in- and out-of-role actions that benefit their company (BCB). (Pham et al., 2019; Elshaer et al., 2023b; Hussein and Zakhem, 2024). Hence, according to SIT, a higher level of Individual Green Values (IGVs) in employees resonates with better organizational harmony when implementing green practices (Cao et al., 2023).

The study has many practical implications for tourism and hotel sector to boost environmentally friendly practices and behaviors through integrating employee environmental initiatives into recruitment and promotion procedures, encouraging the use of environmentally friendly products by employees, and enhancing environmental awareness between employees. The importance of application the internal green marketing concept (IMG) is to promote the brand citizenship behavior level of employees (BCB), which benefits in developing ideas; participating in training; and submitting proposals to improve the organization's outcomes, and It enhances employees' feeling of pride and satisfaction with working in the organization. Organizations must be keen to apply the organizational pride concept (OP) in managing their business, it's considered as driving force for positive work behaviors; one of the main elements of business success, and it achieves many advantages, the most important of which are increases employees' feel of pride by engaging in their organization's green practices; it has a positive impact on many organizational variables such as employee engagement; job satisfaction; self-efficacy; creativity; reduces some negative emotions; enhances employee commitment; developing of the organization's culture and creating belonging for employee; and OP significantly motivates BCB.

## **Appendix 1**

The following link contains all the elements of measuring the study variables.  
[https://docs.google.com/document/d/1DEXs-Viy3OG4z4iDV5vcfVZS1L\\_jHxE/edit?usp=sharing&ouid=110085718139795751522&rtpof=true&sd=true](https://docs.google.com/document/d/1DEXs-Viy3OG4z4iDV5vcfVZS1L_jHxE/edit?usp=sharing&ouid=110085718139795751522&rtpof=true&sd=true)

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## التسويق الأخضر الداخلي وسلوك المواطنة التنظيمية نحو العلامة التجارية: دور الفخر التنظيمي والقيم الخضراء الفردية

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### ملخص البحث باللغة العربية

يسعى البحث إلى دراسة العلاقات بين التسويق الأخضر الداخلي (IGMO) وسلوك المواطنة التنظيمية نحو العلامة التجارية (BCB). في الوقت نفسه اختبرت الدراسة الفخر التنظيمي (OP) كوسيط بين IGMO و BCB، وتم فحص القيم الخضراء الفردية (IGV) كوسيط في الاتصال بين IGMO و OP وبين OP و BCB، من خلال الاعتماد على نظريتي الهوية الاجتماعية والتبادل الاجتماعي. تم اعتماد منهجية قائمة على البحث الكمي باستخدام PLS-SEM لتحليل البيانات التي تم الحصول عليها من 823 من العاملين في الفنادق والشركات السياحية. أظهرت النتائج أن IGMO يؤثر بشكل إيجابي على BCB و OP في نفس الوقت، توسط OP العلاقة بين IGMO و BCB، كما نجح IGV كمعدل (Moderator) في تعزيز تأثير IGMO في OP وكذلك تأثير OP في BCB. قدمت الدراسة مجموعة من التطبيقات النظرية والعملية للمستفيدين من خلال مناقشة النتائج.

**الكلمات الدالة:** التسويق الأخضر الداخلي، سلوك المواطنة التنظيمية نحو العلامة التجارية، دور الفخر التنظيمي، القيم الخضراء الفردية